

TOWN OF DAVIE TOWN COUNCIL AGENDA REPORT

TO: Mayor and Councilmembers

FROM/PHONE: Mark Alan, Human Resources Director, 797-1020

SUBJECT: Resolution

TITLE OF AGENDA ITEM: A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, ADOPTING THE CLASS SPECIFICATION OF RISK MANAGER AND ASSIGNING A PAY GRADE, AND RETITLING THE CLASS SPECIFICATION OF PUBLIC WORKS/CAPITAL PROJECTS MANAGER TO PUBLIC WORKS/CAPITAL PROJECTS DIRECTOR AND ADJUSTING THE PAY GRADE IN THE NON-REPRESENTED PAY AND CLASSIFICATION PLAN.

REPORT IN BRIEF: This resolution provides a job description and assigns the pay grade 525 (\$51,498 - \$69,012) for the Risk Manager job classification. This job classification is necessary to the efficient and effective operation of the Risk Management Division of the Department of Human Resources. Additionally this resolution retitles the class specification of Public Works/Capital Projects Manager to Public Works/Capital Projects Director and adjusts the pay grade from 531 (\$60,707 - \$81,353) to 533 (\$63,776 - \$85,466).

PREVIOUS ACTIONS: This action is part of the Town Administrator's ongoing reorganization.

CONCURRENCES: N/A

FISCAL IMPACT:

Has request been budgeted?

No

If no, amount needed:

N/A for Risk Manager

\$777.00 for Public Works/Capital Projects Director
(for remainder of Fiscal Year)

What account will funds be appropriated from: Salaries

RECOMMENDATION(S): Motion to approve the resolution

Attachment(s): Resolution, Class Specifications (Exhibit "A" and Exhibit "B").

RESOLUTION NO. _____

A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA, ADOPTING THE CLASS SPECIFICATION OF RISK MANAGER AND ASSIGNING A PAY GRADE, AND RETITLING THE CLASS SPECIFICATION OF PUBLIC WORKS/CAPITAL PROJECTS MANAGER TO PUBLIC WORKS/CAPITAL PROJECTS DIRECTOR AND ADJUSTING THE PAY GRADE IN THE NON-REPRESENTED PAY AND CLASSIFICATION PLAN.

WHEREAS, the Town of Davie recommends the adoption of the class specification Risk Manager; and

WHEREAS, The Town of Davie has evaluated the pay grade of the Risk Manager and recommends it to be assigned to pay grade 525 (\$51,498 - \$69,012) ; and

WHEREAS, The Town of Davie recommends the retitling of the class specification of Public Works/Capital Projects Manager to Public Works/Capital Projects Director and adjusting the pay grade from 531 (\$60,707 - \$81,853) to 533 (\$63,776 - \$85,466).

WHEREAS, The Town of Davie recommends that the Town council approve the adoption of the class specification for Risk Manager and the assignment of pay grade 525 (\$51,498 - \$69,012), and the retitling of the class specification of Public Works/Capital Projects Manager to Public Works/Capital Projects Director and adjusting the pay grade to 533 (\$63,776 - \$85,466).; and

WHEREAS, the Town of Davie Non-Represented Pay and Classification Plan needs to be amended to reflect such changes.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA:

SECTION 1. The class specification for Risk Manager, pay grade 525 (\$51,498-\$69,012), and the class specification of Public Works/Capital Projects Director, pay grade 533 (\$63,776 - \$85,466) is hereby adopted in the Non-Represented Pay and Classification Plan and attached hereto as Exhibit "A" and "B".

SECTION 2. This resolution shall take effect immediately upon its passage and adoption.

PASSED AND ADOPTED THIS _____ DAY OF _____, 2001.

MAYOR/COUNCILMEMBER

ATTEST:

TOWN CLERK

APPROVED THIS _____ DAY OF _____, 2001.

CLASS SPECIFICATION

RISK MANAGER

GENERAL STATEMENT OF JOB

Under limited supervision, supervises, plans and directs the activities of the Risk Management function in order to ensure the proper management of a variety of Town insurance policies and programs and safety programs. Reports to Human Resources Director or designee.

ESSENTIAL JOB FUNCTIONS

Supervises the operation of the Risk Management function;

Recommends, develops and administers all elements of the Town's various insurance plans.

Analyzes, develops and implements Town policies, procedures and practices in the areas of responsibility, ensuring compliance with federal, state and local laws and regulations regarding insurance, safety, worker's compensation, and develops and provides training for departmental and Town employees as appropriate.

Researches the Town's casualty risks by inspecting and analyzing Town facilities, records, activities, operations and related case law, legislation and insurance markets.

Identifies Town liability and workers compensation insurance coverage options through negotiations or requests for competitive bids or Requests for Proposals, recommends providers that are in the best interest of the Town.

Reviews and evaluates liability damages. Represents the Town in court hearings, mediations and trials relevant to workers' compensation and liability suits.

Oversees the design and implementation of safety, loss prevention, immunization and exposure programs to reduce risk.

Manages and provides oversight of the Town's workers compensation program, including the policies and claims.

Insures new vehicles, equipment and property acquired by the Town and deletes same from insurance as appropriate.

Reviews and advises as to appropriate insurance requirements and indemnification language in Town agreements and bid specifications.

Requests Town Attorney representation in legal actions as necessary.

Accepts service of legal proceedings served on the Town; reviews claims made against the Town to determine liability; advises appropriate officials of unsafe conditions as indicated as a result of claim review; requests and reviews backup documentation and investigative documents as needed; transmits claims and backup documentation to insurance carrier; maintains all related logs, records and reports; keeps appropriate Town officials abreast of case developments.

Assists those persons representing the Town in claims against it by responding to document requests, gathering information, and scheduling conferences, depositions, hearings, mediations and inspections.

Receives and receipts checks received by the Town as reimbursement for claims made.

Requests reimbursement of repairs or an appraisal of damaged vehicles.

Receives calls, investigates and brings to resolution restitution matters; seeks restitution for damaged property in claims falling below the Town's deductibles.

Requests certificates of insurance for Town-sponsored or Town-related events as necessary.

Processes required paperwork and coordinates the production of reports related to workers' compensation claims. Represents the Town when requested at hearings, mediations, depositions or trials in workers' compensation or liability matters.

May serve as safety officer for the Town, attending monthly safety committee meetings.

Prepares and monitors budget for the Risk Management function, Townwide insurance accounts and services.

Interacts with a variety of groups and individuals including department directors, managers, Town employees, outside counsel, Town Councilmembers, insurance vendors and agents, doctors, lawyers, judges, insurance carriers and the public.

Prepares monthly reports for Human Resources Director or designee regarding Risk Management activities.

Reviews, analyzes and approves a variety of documents including insurance invoices, insurance policies, service contracts, liability reports and medical reports.

Prepares resolutions, budget proposals, claim summaries and miscellaneous reports in the performance of job duties.

Operates a variety of equipment including, computer, calculator, tape recorder, telephone and automobile in the performance of daily activities.

Develops and implements safety and loss prevention programs, including training programs, for Town departments and employees.

Analyzes safety protocol and accident reports to determine policy weaknesses. Makes recommendations for corrections as necessary.

Keeps abreast of any new development concerning potential loss exposures through legislation and legal decisions.

Attends seminars, conferences and other professional meetings in order to obtain information on new programs and ideas.

May assign work and establish work schedules; directs and supervises duties of assigned staff; reviews job performance, evaluates and makes recommendations as appropriate. Reviews the work of subordinates for completeness and accuracy; offers advice and assistance as needed.

MINIMUM TRAINING AND EXPERIENCE

Requires a Bachelor's Degree in Public/Business administration, occupational safety, or related field, with a Master's degree preferred; and a minimum of three (3) years of progressively responsible experience in insurance; specifically liability, insurance, safety administration and/or risk management, preferably for a governmental or similar public sector agency; or an equivalent combination of training and experience that provides the required knowledge, skills and abilities.

Strong supervisory/managerial, technical, writing and planning skills are required. Must possess a valid state driver's license.

Relevant experience in excess of the required three years may substitute for the required education on a year for year basis.

Associate in Risk Management (ARM) and/or local government experience is preferred.

MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS

Physical Requirements: Must be physically able to operate a variety of automated office machines and equipment including a computer, telephone, calculator, etc. Tasks involve the ability to exert light physical effort in sedentary to light work, which may involve some lifting, carrying, pushing and/or pulling of objects and materials of light weight (up to 10 pounds). Tasks may involve extended periods of time at a keyboard or workstation.

Data Conception: Requires the ability to compare and/or judge the readily observable, functional, structural or compositional characteristics (whether similar to or divergent from obvious standards) of data, people or things.

Interpersonal Communication: Requires the ability of speaking and/or signaling people to convey or exchange information. Includes receiving assignments and/or directions from supervisors.

Language Ability: Requires the ability to read a variety of policy and procedure manuals, state statutes, ordinances, contracts, regulations, insurance schedules, etc. Requires the ability to enter data into computer and prepare reports, correspondence, etc., with proper format, punctuation, spelling and grammar, using all parts of speech. Must be able to speak with poise, voice control and confidence and to articulate information to others.

Intelligence: Requires the ability to apply principles of rational systems to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists; to interpret a variety of instructions furnished in oral, written, diagrammatic or schedule form. Requires the ability to make independent judgments in the absence of supervisor; to acquire knowledge of topics related to primary occupation. Must have the ability to comprehend and interpret received information and the ability to comprehend and implement basic office machinery functions.

Verbal Aptitude: Requires the ability to record and deliver information, to explain procedures, to follow oral and written instructions. Must be able to communicate effectively and efficiently in a variety of technical or professional terminology including legal, medical terminology, insurance/risk management, Human Resources, etc.

Numerical Aptitude: Requires the ability to add and subtract totals, to multiply and divide, to utilize

mathematical formulas, to determine percentages and decimals, to determine time. Must be able to use practical applications of fractions, percentages, ratio and proportion.

Form/Spatial Aptitude: Requires the ability to inspect items for proper length, width and shape, and visually read various information.

MotorCoordination: Requires the ability to coordinate hands and eyes rapidly and accurately in using automated office equipment and communications machinery.

Manual Dexterity: Requires the ability to handle a variety of items including computer keyboards, office equipment, control knobs, switches, etc. Must have minimal levels of eye/hand/foot coordination.

Color Discrimination: Does not require the ability to differentiate between colors and shades of color.

Interpersonal Temperament: Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under minimal levels of stress when confronted with an emergency or tight deadline.

Physical Communication: Requires the ability to talk and hear: (talking: expressing or exchanging ideas by means of spoken words; hearing: perceiving nature of sounds by ear). Must be able to hear and understand communications through a telephone.

PERFORMANCE INDICATORS

Knowledge of Job: Is knowledgeable in the methods, policies and procedures of the Human Resources Department pertaining to specific duties of the Risk Manager. Is knowledgeable in the laws, ordinances, standards and regulations pertaining to the specific duties and responsibilities of the position. Has thorough knowledge of the organization of the Town and of related departments and agencies. Has the ability to comprehend, interpret and apply regulations, procedures and related information. Has knowledge of the principles and practices of insurance and risk management program administration, and of the records and reports which must be prepared/maintained and submitted to various agencies. Has knowledge of modern office practices and equipment. Has knowledge of proper English usage, vocabulary, punctuation and spelling; has knowledge of basic mathematics. Is able to type accurately at a rate sufficient for the successful performance of assigned duties. Knows how to operate and maintain a variety of office equipment as necessary in the performance of daily activities. Is skilled in applying a responsible attention to detail as necessary in preparing reports and correspondence. Is able to read and interpret various complex materials pertaining to the responsibilities of the job. Is able to take the initiative to complete the duties of the position without the need of direct supervision. Is able to use independent judgment in performing routine and non-routine tasks. Has the ability to plan, organize and prioritize daily assignments and work activities. Is able to offer assistance to fellow employees as necessary. Has the ability to learn and utilize new skills and information to improve job performance and efficiency. Knows how to perform duties in a courteous manner and with the utmost integrity in the best interest of the public. Is capable of working under stressful conditions as required. Knows how to react calmly and quickly in emergency situations.

Quality of Work: Maintains high standards of accuracy in exercising duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of responsibility. Maintains high quality communication and interaction with internal and external entities with whom the position interacts.

Quantity of Work: Performs described Essential Functions and related assignments efficiently and effectively in order to produce quantity of work which consistently meets established standards and expectations.

Dependability: Assumes responsibility for completing assigned work. Completes assigned work within deadlines in accordance with directives, policy, standards and prescribed procedures. Maintains accountability for assigned responsibilities in the technical, human and conceptual areas.

Attendance: Attends and remains at work regularly and adheres to policies and procedures regarding absenteeism and tardiness. Provides adequate notice to higher management with respect to vacation time and leave requests.

Initiative and Enthusiasm: Maintains an enthusiastic, self-reliant and self-starting approach to meet job responsibilities and accountabilities. Strives to anticipate work to be accomplished, and initiates proper and acceptable action for the completion of work with a minimum of supervision and instruction.

Judgment: Exercises analytical judgment in areas of responsibility. Identifies issues or situations as they occur and specifies decision objectives. Identifies or assists in identifying alternative solutions to issues or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors. Seeks expert or experienced advice where appropriate and researches issues, situations and alternatives before exercising judgment.

Cooperation: Accepts supervisory instruction and direction and strives to meet the goals and objectives of same. Questions such instruction and direction when clarification of results or consequences are justified, i.e., poor communications, variance with established policies or procedures, etc. Offers suggestions and recommendations to encourage and improve cooperation intra- and inter-departmentally.

Relationships with Others: Shares knowledge with managers, supervisors and co-workers for mutual benefit. Contributes to maintaining high morale among all employees. Develops and maintains cooperative and courteous relationships inter- and intra-departmentally, and with external entities with whom the position interacts. Tactfully and effectively handles requests, suggestions and complaints in order to establish and maintain good will. Emphasizes the importance of maintaining a positive image.

Coordination of Work: Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion of work elements and establishes a personal schedule accordingly. Attends required meetings, planning sessions and discussions on time. Implements work activity in accordance with priorities and estimated schedules.

Safety and Housekeeping: Adheres to all established safety and housekeeping standards. Ensures such standards are not violated.

CLASS SPECIFICATION

PUBLIC WORKS /CAPITAL PROJECTS DIRECTOR

GENERAL STATEMENT OF JOB

Under limited supervision, plans, organizes, budgets and coordinates the Public Works and Capital Improvement activities of the Town, ensuring that service expectations are met with maximum efficiency of personnel and equipment. Supervises subordinate professional, technical and clerical personnel; reviews work of subordinates for completeness and accuracy. Reports to the Town Administrator.

SPECIFIC DUTIES AND RESPONSIBILITIES

ESSENTIAL JOB FUNCTIONS

Supervises subordinate professional, technical and clerical personnel; assigns work loads and establishes work schedules; directs and supervises duties of assigned staff. Supervisory duties include instructing; assigning, reviewing and planning work of others; maintaining standards; coordinating activities; allocating personnel; selecting new employees; acting on employee problems; and recommending employee transfers, promotions, discipline, discharge and salary increases.

Reviews the work of subordinates for completeness and accuracy; evaluates and makes recommendations as appropriate; offers advice and assistance as needed.

Assists in determining and implementing department policies and procedures.

Makes recommendations regarding the analysis of budgets, personnel and equipment.

Ensures department compliance with all applicable policies, procedures, laws, regulations, contracts and standards of quality and safety.

Develops short and long-term Public Works and Capital Improvement goals, plans and programs related to Town property, building and equipment maintenance, streets, pest control and similar functions.

Initiates and designs specifications for bidding goods and services; evaluates bids and recommends and/or makes purchases, ensuring compliance with department budget allocations.

Exercises authority for departmental actions consistent with collective bargaining agreements.

Coordinates department operations and programs with other Town departments and government entities.

Oversees the maintenance of Town property, buildings, drainage structures, rights-of-way, sidewalks, recreational trails and irrigation systems.

Oversees the implementation and completion of the Town's Capital Projects Program.

Exhibit "B" 7/18/01

Monitors work scheduling to ensure the highest standards of service and assistance to the public.

Designs and/or reviews layout of Capital Projects utility projects.

Receives, reviews, prepares and/or submits various records and reports including billing invoices, job applications, vehicle reports, budget documents, bid specifications, technical reports, payroll reports, monthly reports, work orders, flow charts, performance appraisals, requisitions, progress reports, memos, correspondence, etc.

Operates a vehicle and a variety of office/field equipment such as a computer, printer, calculator, survey equipment, measuring devices, engineer's scale, various hand tools, telephone, etc.

Interacts and communicates with various groups and individuals such as the immediate supervisor, other department supervisors and employees, subordinates, consultants, engineers, contractors, business owners, town residents, sales representatives, regulatory agencies, etc.

ADDITIONAL JOB FUNCTIONS

Performs related duties as required.

MINIMUM TRAINING AND EXPERIENCE

Requires an Associate's degree in related field supplemented by three to five years of engineering, construction and/or public works operations and supervisory experience, or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities.

MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS

Physical Requirements: Must be physically able to operate a vehicle and a variety of machines and equipment including a computer, calculator, survey equipment, telephone, etc. Tasks involve some physical effort, including some standing, walking and frequent light lifting (to 10 pounds), and minimal dexterity in the use of fingers, limbs or body in the operation of office or field equipment.

Data Conception: Requires the ability to compare and/or judge the readily observable functional, structural or compositional characteristics (whether similar to or divergent from obvious standards) of data, people or things.

Interpersonal Communications: Requires the ability of speaking and/or signaling people to convey or exchange information. Includes giving assignments and/or directions to subordinates and receiving assignments and/or direction from supervisor.

Language Ability: Requires ability to read a variety of policies and procedures, engineering drawings, technical documents, maps, budget documents, codes, etc. Requires the ability to prepare technical reports, progress reports, performance appraisals, bid specifications, etc., with proper format, punctuation, spelling and grammar, using all parts of speech. Requires the ability to speak with and before others with poise, voice control and confidence.

Intelligence: Requires the ability to apply principles of logical thinking to define problems, collect data, establish facts and draw valid conclusions; to deal with several abstract and concrete variables. Requires the ability to apply influence systems in managing a staff; to learn and understand relatively complex principles and techniques; to make independent judgments in absence of supervision; to acquire knowledge of topics related to primary occupation. Must have the ability to comprehend and interpret received information.

Verbal Aptitude: Requires the ability to record and deliver information, to explain procedures, to follow and give verbal and written instructions; to counsel and teach employees. Must be able to communicate effectively and efficiently in a variety of technical and/or professional languages including civil engineering, legal, construction, mechanics, electrical, personnel, etc.

Numerical Aptitude: Requires the ability to add and subtract totals, to multiply and divide, to utilize mathematical formulas, to determine percentages and decimals and to determine time and weight. Must be able to use practical applications of algebra, geometry, trigonometry.

Form/Spatial Aptitude: Requires the ability to inspect items for proper length, width and shape, and visually read various information.

Motor Coordination: Requires the ability to coordinate hands and eyes using office machinery; to operate motor vehicles.

Manual Dexterity: Requires the ability to handle a variety of items, keyboards, office equipment, control knobs, buttons, switches, catches, etc. Must have minimal levels of eye/hand/foot coordination.

Color Discrimination: Requires the ability to differentiate colors and shades of color.

Interpersonal Temperament: Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under stress when confronted with emergency situations or tight deadlines. The worker may be subject to danger or risk to a slight degree, or to tension as a regular, consistent part of the job.

Physical Communications: Requires the ability to talk and hear: (talking: expressing or exchanging ideas by means of spoken words; hearing: perceiving nature of sounds by ear).

PERFORMANCE INDICATORS

Knowledge of Job: Has thorough knowledge of the methods, procedures and policies of the Public Works Department as they pertain to the performance of duties of the Public Works Project Manager. Has thorough knowledge of the organization of the Public Works Department and of related departments and agencies. Has considerable knowledge of the functions and interrelationships of County and other governmental agencies. Is knowledgeable in the laws, ordinances, standards and regulations pertaining to the specific duties and responsibilities of the position. Is able to ensure departmental compliance with all laws and regulations and control the activities of the department through effective supervision. Knows how to plan, organize and direct a public works staff. Knows how to apply supervisory and managerial concepts and principles; has knowledge of administrative principles involved in developing, directing and supervising various programs and related activities. Has the ability to offer instruction and advice to subordinates regarding departmental policies, methods and regulations. Is able to perform employee evaluations and to make recommendations based on results. Has the ability to offer training and assistance to co-workers and employees of other departments as required. Has knowledge in the areas of civil engineering, utilities engineering, building/property maintenance, equipment maintenance, surveying, etc. Is able to make sound, educated decisions. Has the ability to plan and develop daily, short- and long-term goals related to Town purposes. Is able to take the initiative to complete the duties of the position without the need of direct supervision. Has the ability to plan, organize and prioritize daily assignments and work activities. Has good organizational, technical and human relations skills. Has the ability to learn and utilize new skills and information to improve job performance and efficiency. Is able to read and interpret complex materials pertaining to the responsibilities of the job. Is able to assemble and analyze information and make written reports and records in a concise, clear and effective manner. Has comprehensive knowledge of the terminology and various professional languages used within the department. Knows how to maintain effective relationships with personnel of other departments,

professionals and members of the public through contact and cooperation. Knows how to react calmly and quickly in emergency situations. Has the mathematical ability to handle required calculations. Has skill in the use of computers. Has knowledge of the standard tools, materials and practices of the industry. Has knowledge of the occupational hazards and safety precautions of the industry. Is able to compile, organize and utilize various financial information necessary in the preparation of the Capital Projects Program budget, and knows how to prepare and monitor the budget.

Quality of Work: Maintains high standards of accuracy in exercising duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of responsibility. Maintains high quality communication and interaction with internal and external entities with whom the position interacts.

Quantity of Work: Performs described Essential Functions and related assignments efficiently and effectively in order to produce quantity of work which consistently meets established standards and expectations.

Dependability: Assumes responsibility for completing assigned work. Completes assigned work within deadlines in accordance with directives, policy, standards and prescribed procedures. Maintains accountability for assigned responsibilities in the technical, human and conceptual areas.

Attendance: Attends and remains at work regularly and adheres to policies and procedures regarding absenteeism and tardiness. Provides adequate notice to higher management with respect to vacation time and leave requests.

Initiative and Enthusiasm: Maintains an enthusiastic, self-reliant and self-starting approach to meet job responsibilities and accountabilities. Strives to anticipate work to be accomplished, and initiates proper and acceptable action for the completion of work with a minimum of supervision and instruction.

Judgment: Exercises analytical judgment in areas of responsibility. Identifies issues or situations as they occur and specifies decision objectives. Identifies or assists in identifying alternative solutions to issues or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors. Seeks expert or experienced advice where appropriate and researches issues, situations and alternatives before exercising judgment.

Cooperation: Accepts supervisory instruction and direction and strives to meet the goals and objectives of same. Questions such instruction and direction when clarification of results or consequences are justified, i.e., poor communications, variance with established policies or procedures, etc. Offers suggestions and recommendations to encourage and improve cooperation intra- and inter-departmentally.

Relationships with Others: Shares knowledge with managers, supervisors and co-workers for mutual benefit. Contributes to maintaining high morale among all employees. Develops and maintains cooperative and courteous relationships inter- and intra-departmentally, and with external entities with whom the position interacts. Tactfully and effectively handles requests, suggestions and complaints in order to establish and maintain good will. Emphasizes the importance of maintaining a positive image.

Coordination of Work: Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion of work elements and establishes a personal schedule accordingly. Attends required meetings, planning sessions and discussions on time. Implements work activity in accordance with priorities and estimated schedules.

Safety and Housekeeping: Adheres to all established safety and housekeeping standards. Ensures such standards are not violated.

Planning: Plans, coordinates and uses information effectively to enhance activities and production. Knows and understands expectations regarding such activities and works to ensure such expectations are met. Develops and formulates ways, means and timing to achieve established goals and objectives. Effectively and efficiently organizes, arranges and allocates manpower, financial and other designated resources to achieve such goals and objectives.

Organizing: Efficiently organizes own work and that of subordinate staff. Ensures that personnel understand what results are expected of them, and that each is regularly and appropriately informed of all matters affecting or of concern to them.

Staffing: Works with upper management, where appropriate, to select and recommend employment of qualified personnel. Personally directs the development and training of personnel under charge, ensuring their proper induction, orientation and training.

Leading: Provides a work environment which encourages clear and open communications. Has a clear and comprehensive understanding of the principles of effective leadership and how such principles are to be applied. Provides adequate feedback to personnel under charge concerning their performance. Commends and rewards personnel under charge for outstanding performance, and takes timely and appropriate disciplinary action as necessary. Exercises enthusiasm in influencing and guiding others toward achievement of established goals and objectives.

Controlling: Provides a work environment which is orderly and controlled. Coordinates, audits, and controls manpower and financial resources efficiently and effectively. Coordinates, audits, and controls the utilization of materials and equipment efficiently and effectively. Has a clear and comprehensive understanding of established standards, methods and procedures.

Delegating: Assigns duties as necessary and/or appropriate to meet goals, enhance abilities of personnel under charge, build their confidence and assist them in personal growth. Has confidence in personnel under charge to meet new or additional expectations.

DecisionMaking: Exercises discretion and judgment in developing and implementing courses of action affecting functions under charge. Recognizes when a particular policy, procedure or strategy does not foster the desired result, and moves decisively and explicitly to develop and implement alternatives.

Creativity: Regularly seeks new and improved methodologies, policies and procedures for enhancing the effectiveness of functions under charge. Employs imagination and creativity in the application of duties and responsibilities. Is not adverse to change that supports achievement of goals and objectives.

Human Relations: Strives to develop and maintain excellent rapport with personnel under charge. Listens to and considers their suggestions and complaints, and responds appropriately. Establishes a work environment to promote and maintain mutual respect.

Policy Implementation: Has a clear and comprehensive understanding of policies regarding functions under charge and the function of the organization. Adheres to policies in the discharge of duties and responsibilities, and ensures the same from personnel under charge.

Policy Formulation: Maintains awareness of changes in operating philosophies and policies, and routinely reviews policies to ensure any changes in philosophy or practice are appropriately incorporated into functions under charge. Recognizes and understands the relationship between operating policies and practices and morale and performance. Strives to ensure that established policies enhance same.

